

Twenty-Five Largest Private Sector Massachusetts Employers

| <u>Employer</u> | <u>Headquarters</u> | <u>Product or Service</u> | <u>Massachusetts Employees</u> | <u>2001 Revenues (\$millions)</u> |
|---|---------------------|---------------------------|--------------------------------|-----------------------------------|
| State Street Bank and Trust Company | Boston | Banking | 22,619 | 5,637 |
| New England Medical Center | Boston | Hospital | 17,620 | 976 |
| President and Fellows of Harvard College | Boston | University | 15,000 | Privately Held |
| Raytheon Company | Lexington | Electronics / Defense | 15,000 | 16,895 |
| FMR Corp. (Fidelity Investments) | Boston | Investments | 10,500 | 2,726 |
| UMASS Memorial Hospitals | Worcester | Hospital | 8,683 | 184 |
| Fleet Boston | Boston | Banking | 8,500 | 19,190 |
| Putnam Investment | Boston | Investments | 7,800 | 675 |
| General Electric Company Inc | Lynn | Conglomerate | 7,700 | 125,913 |
| The Brigham and Women's Hospital | Boston | Hospital | 7,500 | 920 |
| North Shore Medical Center | Lynn | Hospital | 7,024 | Not Reported |
| Boston Medical Center Corporation | Boston | Hospital | 6,500 | Privately Held |
| Quaker Fabrics | Fall River | Textiles | 6,456 | 473 |
| Bose Systems Corporation | Framingham | Electronics | 6,000 | 453 |
| Liberty International Holdings (Liberty Mutual Insurance) | Boston | Insurance | 5,750 | 4,690 |
| Norton Company | Worcester | Abrasives | 5,500 | 2,314 |
| Stone & Webster Engineering / Construction | Boston | Construction | 5,400 | 720 |
| Caritas Christi Inc. / St. Elizabeth's Medical Center | Boston | Hospital | 5,327 | 235 |
| Beth Israel Deaconess Medical Center | Boston | Hospital | 5,000 | 731 |
| John Hancock Life Insurance Company / John Hancock Financial Services | Boston | Insurance | 4,650 | 9,361 |
| New England Life Insurance Company (Metropolitan Life Insurance) | Boston | Insurance | 4,200 | 31,928 |
| Boston Safe Deposit and Trust Company / Boston Company (Mellon Bank) | Boston | Investments | 4,034 | 2,658 |
| Bayer Corporation | Wilmington | Pharmaceutical | 4,000 | 28,938 |
| Polaroid Corporation | Cambridge | Photographic | 4,000 | 1,856 |
| Children's Hospital Corporation | Boston | Hospital | 3,832 | 486 |

Sources: - Rankings - "D & B Business Rankings, Boston Edition" 2002 Edition, Dun & Bradstreet. Pages E1-3. Courtesy of the Kirstein Business Branch of the Boston Public Library. Revenue - D & B Business Rankings "sales volume" as well as companies' annual reports "operating revenue." Actual employee numbers maybe higher due to various companies' subsidiaries below 1,800 employees not counted.